

November 30, 1960

MEMORANDUM

To: Mr. William F.F. Conrad, Chief, BI

Via: Miss Juliet Lohr, Branch Chief, BI/CE  
Mr. Igor Selousovitch, Section Head, BI/EE/USSR

From: Robert W. Smith, (Ex-)Analyst, BI/EE/USSR

Subj: Standardization of BI Procedures

The following comments and recommendations are the result of careful consideration of the general problems and advantages of standardization of procedures within one section of BI and some related inquiries concerning the matter in the various branches of BI. Undoubtedly much discussion of this general subject has already taken place, and perhaps something of the nature proposed below is already under active preparation at the division level. In any case, the sole purpose of these comments and suggestions is to set forth ideas which might serve as the basis for constructive action designed to increase efficiency, which, of course, is the real aim of standardization.

The differences in procedures and practices from one branch of BI to another appear to be both numerous and major. Some slight modifications in procedures from one branch to another are unavoidable and necessary, but probably only rarely is there adequate justification for major differences. The problems involved are at the same time so basic and so comprehensive that probably the only satisfactory solution would be the preparation of a comprehensive BI Procedures Manual. The old BI handbook, though quite out of date, could be used as a starting point.

Several factors make this an opportune time for such an undertaking. First of all, a new manual of standard procedures must be prepared sometime, and no time is better than the present for removing any deficiency, regardless of personnel shortages, time problems, and uncertainties as to the future. The rather glaring lack of standardization of procedures in BI will be quite apparent to the Foreign Service inspectors who will probably be inspecting BI in the not too distant future. Some visible progress in the establishment of an up-to-date procedures manual aimed at improving and standardizing procedures would help meet some criticisms. The indoctrination of the new employees who will soon be coming to BI should be clear, complete, and generally uniform, but not inordinately time consuming. In some matters oral indoctrination is completely inadequate to insure continued and consistent observance of standard procedures and practices, to say nothing of being inefficient. Some housecleaning took place when BI moved into the new quarters, but some still remains to be done, and the early establishment of standard procedures might make such housecleaning more effective by causing the results to conform to a high division-wide standard.

State Dept. declassification & release instructions on file

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The USSR Section has made considerable progress in its efforts to introduce uniformity and standardization into the organization and maintenance procedures of its biographic card files. Everyone who has had experience with these card files would probably agree that their maintenance and use is now greatly facilitated by the fact that there has been established definite standard procedures. A given amount of work in maintaining and using these files can now be done in considerably less time, and at the same time considerably better, than previously was possible.

However, even in the above matters the procedures adopted in the USSR Section might not be found to be the most efficient for division-wide use, in which case the USSR Section, as well as all other sections of BI, should adopt the most efficient procedures that can be devised as the division-wide standard. Such a standard could be determined by studying procedures in each branch and choosing the best procedure in each case as the BI standard, or by devising a procedure better than that actually in use in any one branch or section. The range from the most efficient to the least efficient method of performing a given maintenance or production operation in BI is probably very great in some cases. The establishing of standard procedures for performing basic operations would probably serve to improve the quality of work in BI by refamiliarizing everyone with certain fundamental principles, and to increase over-all operating efficiency in BI.

The most effective and efficient way to solve many of the deficiencies and problems of the various branches is probably to prepare and distribute a comprehensive BI Procedures Manual establishing uniform procedures throughout the division. Such a manual could be divided into numbered sections in such a way that it could be issued piecemeal as the sections were completed. This would also make it possible for later supplements to be inserted easily into the manual at the proper point. Subsequent ideas for improving standard procedures could be drafted in any branch and submitted for approval, but would not be put into practice in the branch or section until approved at the division level and promulgated as part of the BI Procedures Manual.

The manual should have sections for administration (including personnel indoctrination), reviewing and processing (including files and filing), production, and miscellaneous subjects, with a table of contents and an index. It should not be limited strictly to the procedures themselves, but should also be educational and explanatory as appropriate, as that would contribute toward individual understanding and more willing acceptance of, and compliance with, the procedures.

A systematic attempt would be made to insure that all personnel became familiar with the standard procedures and observed them consistently. Should an individual branch chief sincerely think his branch had adequate justification for modifying the standard procedures, he could prepare his own instruction covering the procedures in question using a format corresponding to that of the standard instruction and, if approved at the division level, have the modified instruction inserted at the proper point in the BI Procedures Manuals in that branch. To prevent indiscriminate and unapproved modifications of, and noncompliance with, standard procedures and instructions, the introduction to the manual might state that periodic inspections would be made in the various branches to insure that the standard procedures were being observed in all cases other than those few for which modifications had been approved. It should also be explained that past practices and personal preferences would not be accepted as adequate grounds for noncompliance, and that noncompliance should be considered in the preparation of efficiency reports.

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Instructions governing standard organization and maintenance procedures for biographic card files, biographic folders, and category (position) files should be issued promptly. Standard formats for such things as biographic information cards (including hctoes), pouches, position cards, and certain reference cards should be established, and then hctoeed (marked as "Standard Sample") for distribution to all personnel to be used as guides. The preparation of supplies of certain form cards for use in the various branches should be done centrally so that format can be controlled and uniformity maintained.

Though naturally the drafters of recommendations for standard procedures would seek to reach as much of a consensus as possible with the branch chiefs before submitting the recommendations, it should not be mandatory that such approval of individual branch chief be obtained. The drafters will certainly undertake extensive checks and studies before making recommendations, but reasonable recommendations for improvement should not be permitted to bog down in the morass of disagreements and differences now existing among branches. Neither should continued disagreement among branch chiefs and analysts and complaints of personnel shortages be permitted to block the issuance and implementation of standard procedures and regulations. When a branch disagrees with the recommendation for standard procedures, he should submit a draft of his own proposal for standard procedures in the matter at issue together with a comprehensive argument supporting it.

The proposed standardization should make it possible for an analyst to transfer from one branch to another or to handle the work of another section temporarily with practically no confusion or difficulties due to discrepancies in procedures and practices. By establishing the most efficient procedures possible throughout SI, over-all operating efficiency should be considerably increased, thus eventually minimizing the effects of personnel shortages or making possible increased production.

Before drafting is undertaken all SI personnel should be informed of the purpose and scope of the proposed manual and directed to cooperate fully in the project with the drafters. A time schedule should be set and adhered to as closely as possible in order to insure continuing progress in, and the ultimate completion of, the project.

BI PROCEDURES MANUAL

Outline

January 27, 1961

SUBJECT: BI PROCEDURES MANUAL -- OUTLINEINSTR. NO.SUBJECT

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## ADMINISTRATION AND ORGANIZATION

- 1 BI Procedures Manual -- Purpose and Scope
- 2 RFB and BI Organizational Charts by Positions
- 3 Standing Committee on Procedures
- 4 Summary of Duties and Authorities of BI Positions
- 5 Individual Relief Folders
- 6 Personnel Indoctrination and Orientation Check-off List
- 7 611 Personnel Administration
  - 7.1 Job Descriptions and Work Assignments
  - 7.2 Efficiency Reports and Performance Ratings
  - 7.3 Time-Use Reporting
  - 7.4 Leave (Time and Attendance Records)
- 8 Production and Programming Records
- 9 Handling Incoming Materials
- 10 Handling Outgoing Materials
- 11 Security

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## DATA PROCESSING

- 20 Delineation of Functional Responsibilities of BI
- 21 Processing of Information and Reports Received
- 22 Transliteration Systems
- 23 Alphabetization
- 24 Description of Types of Files
- 25 Standard Filing Procedures
- 26 Arrangement of Individual Card Files
- 27 Arrangement and Maintenance of Biographic Folders
- 28 Standard Formats Used in Data Processing
  - 28.1 Information Cards and Pouches
  - 28.2 Position Cards
  - 28.3 Cross Index Cards
  - 28.4 Cross Reference Cards
  - 28.5 Name Tabs

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## PRODUCTION AND SERVICES

- 40 Types of Publications, (Production Procedures and Sample Formats)
  - 40.1 BB
  - 40.2 BD
  - 40.3 BM
  - 40.4 BR
- 41 Writing Biographies
  - 41.1 Types of Biographies -- Samples and Explanation
  - 41.2 Sources and Research (Intelligence Community Contacts)
  - 41.3 Chronologies and Drafts
  - 41.4 Classification Considerations
- 42 Preliminary and Final Editing
- 43 INR Editorial Style (NIS Exceptions)
- 44 Drafting and Clearing Telegrams, Airgrams, etc.
- 45 Spot Intelligence (Name Checks, Phone Requests, etc.)

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## MISCELLANEOUS

BI PROCEDURES MANUAL

Instruction No. 1  
January 27, 1961

SUBJECT: BI PROCEDURES MANUAL -- PURPOSE AND SCOPE

I. PURPOSE: The purpose of the BI Procedures Manual introduced by this instruction is to establish the most efficient procedures possible as standard procedures for all BI personnel. The aim is to increase operating efficiency and to stimulate interest in improving all aspects of BI work, rather than to stifle or suppress thought or initiative. The lack of uniform BI procedures and a systematic method of establishing such procedures have resulted in extremely diverse, and sometimes inefficient, practices in individual branches and sections of BI. The improvement and standardization of procedures throughout BI should prove advantageous to all concerned by: (1) greatly facilitating and improving the orientation and indoctrination new employees receive when entering BI, and by providing any BI employee with a convenient reference from which he may refresh his memory at any time concerning the proper procedures for dealing with any particular problem or operation; (2) making it possible for an analyst to transfer from one branch to another or to handle the work of another section temporarily with a minimum of confusion and difficulty; and (3) increasing the over-all operating efficiency in BI, thus minimizing the effects of personnel shortages or making increased production possible.

II. SCOPE: The BI Procedures Manual will deal with all activities of the Division of Biographic Information, though matters covered in any similar instructions by a higher authority will not be dealt with in this series unless a more detailed treatment is needed. Both substantive and administrative subjects of a permanent or semi-permanent nature will be dealt with as required.

III. PROCEDURE: Each instruction in this series will be approved and issued by BI/OD. The BI Procedures Committee has primary responsibility for drafting these instructions, and everyone in BI is expected to cooperate fully with the members of that committee in that work. During the drafting stage the views of branch chiefs will be solicited and the views of others will be welcomed, and constructive suggestions and recommendations will be appreciated at any time. Each BI employee will receive a copy of each instruction and is required to be familiar with its contents. Each BI unit will maintain a complete file of current instructions in the BI Procedures Manual series. The series will be issued as individual instructions are completed over a period of months and will not be numerically consecutive, but will fit into an over-all outline.

IV. COMPLIANCE: In drafting these instructions a consensus will be sought, but these instructions, once issued, will apply equally to those agreeing and those disagreeing with their contents. All BI personnel are expected to comply with them, except as modifications may be approved at the division level on the basis of adequate written justification from the branch chief concerned. Spot checks will be made periodically by representatives of BI/OD to observe results and to consider suggestions. Past practices and individual preferences will not be accepted as adequate reasons for noncompliance, and any such noncompliance will be taken into consideration as appropriate in evaluating individual performance.



CONFIDENTIAL

BI PROCEDURES MANUAL

Instruction No. 5  
January 27, 1961

SUBJECT: INDIVIDUAL RELIEF FOLDERS

I. PURPOSE: The purpose of this instruction is to establish the requirement that each BI employee prepare and maintain a folder containing essential information concerning his position for possible use by anyone who might relieve him in that position. Such relief folders will make it possible for the successor in the position to benefit from the experience of his predecessor, whether the transfer of duties is unhurried and orderly or sudden and confused. Essential continuity can thus be maintained even if there is a gap of several months during which the position may be vacant. During such an interim period the folder will be useful also to those who may be required to perform the duties of that position temporarily.

II. SCOPE: The individual relief folder should contain any information that might be useful to a successor in the position--initially as an orientation aid, and later as a convenient reference--to make it less difficult for him to perform the functions of that position effectively and with a minimum of delay and confusion. It should contain the following minimum information: (1) a copy of the job description for the position, supplemented if necessary by a more realistic or understandable description of the work; (2) an out line of the files (if any) maintained exclusively by the incumbent in this position; (3) a brief sketch of as much of the history of the position as is known, including names of individuals and dates of their tenure; (4) brief comments concerning special problems encountered in this position, including tips and recommendations designed to enable the successor in the position to avoid making the same mistakes and having the same difficulties encountered by the person being relieved; (5) a list by subject (field of interest) of contacts (together with phone numbers) in the intelligence community with whom one deals most frequently in this position; and (6) any other information that might be of value to a person attempting to become familiar with the duties of the position.

III. PROCEDURE: Each BI employee should prepare without delay a relief folder as outlined above for his position and submit it to his branch chief for review and comments. Branch chiefs will make suggestions designed to increase the value of the folders, and if any seem to have been particularly well prepared, they may wish to bring them to the attention of BI/OC. Branch chiefs will submit their own individual relief folders to BI/OC for review and comments. The incumbent in a position should always be alert for ways in which his folder can be supplemented and improved. Folders should be reviewed and brought up to date at least every six months, and should be changed promptly to reflect any major changes in duties or responsibilities that may be made. The individual relief folders might well be included in the loose leaf notebooks of BI employees containing the BI Procedures Manuals.

IV. CLASSIFICATION: In most cases the individual relief folders will be classified Confidential due to the nature of their contents.

CONFIDENTIAL

BI PROCEDURES MANUAL

Instruction No. 6  
January 28, 1961

SUBJECT: ORIENTATION AND INDOCTRINATION OF NEW EMPLOYEES

I. PURPOSE: The purpose of this instruction is to establish a standard and formal procedure for the orientation and indoctrination of all new BI employees. This orientation and indoctrination is designed to provide the new employee with orientation in the necessary general administrative and organizational details concerning BI and an initial familiarization with, and indoctrination in, biographic intelligence research and production procedures. It should also provide him with an understanding of his position in BI and the role each division of RFB plays in INR and the intelligence community. The more effective this program is, the sooner the new employee will begin to function at maximum effectiveness in his new position. The check-off list is simply a mechanical means of insuring that all the steps necessary for this purpose have been completed.

II. SCOPE: The orientation of new BI employees is designed to supplement the orientation given to all new INR employees by covering briefly the major aspects of BI's organization and operation. The oral indoctrination sessions will be relatively brief, as most of the detailed information required on BI in general and on the particular position of the new employee can best be obtained from the BI Procedures Manual and the individual relief folder for the position being filled by the new employee. Information on continuing training programs will be contained in a separate instruction.

III. PROCEDURE: Each new employee will be given the BI orientation check-off list when he first reports to BI/OC for duty, and with the guidance and assistance of his immediate supervisor or branch chief he should complete the steps listed in it within two weeks. The new employee will be briefed on the division level by BI/OC and referred to the BI Procedures Manual for further details, and on the branch level by the branch chief and referred to the individual relief folder for further details concerning the new employee's specific duties. The new employee can find the answer to most of his questions in these two permanent orientation and indoctrination references, and he should become thoroughly familiar with the contents of both before requesting detailed explanations from his immediate supervisor or branch chief. If the new employee is an analyst, he will be given the RFB Orientation Notebook (reading file), which contains additional background information to help him understand the functions and working relationships of the various parts of INR.

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BI FM No. 6

IV. CHECK-OFF LIST: Each new BI employee will complete the standard BI orientation and indoctrination process within two weeks after entering on duty. His immediate supervisor or branch chief should initial the various items on the list as they are completed. After signing the sheet to certify that the points listed were covered to his satisfaction and that the specified reference materials were made available and explained to him, he should return the signed sheet to BI/OC, where it will become part of BI Personnel records. The various steps should be completed in approximately the order listed below:

<u>Step of Procedure To Be Completed</u>	<u>Date Completed</u>	<u>Initials of Supervisor or Branch Chief</u>
Be introduced to the Division Chief, his deputy, and the BI/OC staff;	_____	_____
Be introduced to the chief of the branch to which assigned and to other personnel in that branch;	_____	_____
Be briefed by the Unit Security Officer, and become familiar with the Department <u>Security Regulations</u> ;	_____	_____
Be given for retention a copy of the BI Procedures Manual, with an explanation of its purpose and use;	_____	_____
Be given <del>xxxxxx</del> a brief oral description of his duties, and of their relationship to the over-all operations of the branch, Division, Office (RFB), Bureau (INR), the Department, and the intelligence community;	_____	_____
Be given for retention a copy of the individual relief folder for the position, with an explanation of its purpose and use;	_____	_____
Be introduced to the other branch chiefs, the personnel of their branches, and FSU personnel;	_____	_____
If an analyst, be introduced to the Office Director and his staff, and check out the RFB Orientation Notebook (reading file);	_____	_____
Complete and return to INR/EX the INR orientation check-off list;	_____	_____
If in a supervisory position, be introduced to the Executive Director of INR;	_____	_____
If an analyst, be introduced to counterparts in the regional offices of INR, the geographic bureaus, and other agencies (Departmental and intelligence community contacts with whom he will have frequent contacts);	_____	_____
Be introduced to the Acquisition and Reader Services personnel and facilities in LR; and	_____	_____
Sign this list and return it to BI/OC.	_____	_____

\_\_\_\_\_  
(Signature)



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BI PROCEDURES MANUAL

Tentative Outline  
March 3, 1961

<u>INSTRUCTION NUMBER</u>	<u>SUBJECT</u>
Outline	Outline of Subjects
1-29	ADMINISTRATION AND ORGANIZATION
1	BI Procedures Manual--Purpose and Scope
2	RFB and BI Organization and Functions
3	BI Positions--Duties and Authorities
4	Individual Position Guides
5	Procedures Committee
10	Orientation and Indoctrination
11	Training
12	Office Regulations
13	Security
20	Time-Use Reporting
21	Programming Records
22	Production Records
23	Incoming Materials
24	Outgoing Materials
30-59	DATA PROCESSING
30	Data Processing and Its Relation to Other Operations
31	Screening, Evaluating, and Processing Information
40	Transliteration Systems
41	Alphabetization Rules
42	Standard Filing Procedures
43	Standard Card Formats
50	Types of Files
51	Information Card Files
52	Individual Card Files (within Information Card Files)
53	Position Card Files
54	Biographic Folders
55	Group Folders
56	Other Files
57	Screening of Files
58	Lending of File Materials

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BI PM Tentative Outline  
Page 2

<u>INSTRUCTION NUMBER</u>	<u>SUBJECT</u>
60-89	PRODUCTION AND SERVICES
60	Description of Types of Publications
61	Biographic Brief (BB)--Procedures and Format
62	Biographic Directory (BD)--Procedures and Format
63	Biographic Memorandum (BM)--Procedures and Format
64	Biographic Report (BR)--Procedures and Format
65	National Intelligence Survey (NIS)--Procedures and Format
66	Outgoing Messages and Correspondence
67	Clearance Requirements
70	Description of Types of Biographies
71	Research--Methods and Sources
72	Chronologies and Drafts
73	Classification Considerations
74	Preliminary and Final Editing
75	INR Editorial Style Manual
76	NIS Editorial Style
77	Typing and Reproduction of BI Products
78	Covering Memoranda
80	Spot Intelligence (Departmental)
81	Spot Intelligence (Non-Departmental)
90-99	MISCELLANEOUS
90	Evaluation of Post Reporting
91	End-User Reports and Commendations
92	Collection
93	Liaison with Other Agencies
Glossary	Glossary of Terms

BI PROCEDURES MANUAL

Tentative Outline  
February 13, 1961

<u>INSTRUCTION NUMBER</u>	<u>SUBJECT</u>
Outline	Outline of Subjects
1-29	ADMINISTRATION AND ORGANIZATION
1	BI Procedures Manual--Purpose and Scope
2	RFB and BI Organization and Functions
3	BI Positions--Duties and Authorities
4.	Individual <del>Card Files</del> Position Guides
[5]	Procedures Committee
10	<del>Initial</del> Orientation and Indoctrination
11	Training
12	Office Routine (Hours, Telephones, Leave, etc.)
13	Security
20	Time-Use Reporting
21	Programming Records
22	Production Records
23	Incoming Materials
24	Outgoing Materials
30-59	DATA PROCESSING
30	Data Processing and Its Relation to <del>Other</del> Operations
<del>31</del>	<del>Screening, Evaluating, and Processing Information</del>
32	Screening, Evaluating, and Processing Information
40	Transliteration Systems
41	Alphabetization Rules
42	Standard Filing Procedures
43	Standard Card Formats
50	Types of Files
51	Information Card Files
52	Individual Card Files (within Information Card Files)
53	Position Card Files
<del>54</del>	<del>Biographic Folders</del>
54	Biographic Folders
55	Group Folders
56	Other Files
57	Screening of Files

BI PM Tentative Outline  
Page 2

<u>INSTRUCTION NUMBER</u>	<u>SUBJECT</u>
60-89	PRODUCTION AND SERVICES
60	Description of Types of Publications
61	Biographic Brief (BB)--Procedures and Format
62	Biographic Directory (BD)--Procedures and Format
63	Biographic Memorandum (BM)--Procedures and Format
64	Biographic Report (BR)--Procedures and Format
65	National Intelligence Survey (NIS)--Procedures and Format
66	Outgoing Messages and Correspondence
67	Clearance Requirements
70	Description of Types of Biographies
71	Research--Methods and Sources
72	Chronologies and Drafts
73	Classification Considerations
<del>74</del>	<del>Preliminary and Final Editing</del>
74	Preliminary and Final Editing
75	INR Editorial Style Manual
76	NIS Editorial Style
77	Typing and Reproduction of <del>Biographic</del> BI Products
78	Covering Memoranda
80	Spot Intelligence *
81	Non-Departmental Services
90-99	MISCELLANEOUS
90	Evaluation of Post Reporting
91	End-User Reports and Commendations
92	Collection
93	Liaison with Other Agencies
Glossary	Glossary of Terms

BI PROCEDURES MANUAL

Instruction No. 00  
March 16, 1961

SUBJECT: FORMAT AND TYPING RULES FOR BI PM INSTRUCTIONS

I. PURPOSE: This instruction establishes a standard format and standard typing rules to be observed in the preparation of all instructions in the BI PM series.

II. FORMAT AND TYPING RULES: The general format and typing rules to be observed in all instructions in the BI PM series are as follows:

A. Typing Rules: Each BI PM instruction should be typed in elite type on black hectoes and reproduced on 8" x 10 $\frac{1}{2}$ " paper.

1. Margins: Margins should be set so typing will begin on the 13th space from the left edge of an 8" x 10 $\frac{1}{2}$ " hecto, and end at least 7 spaces from the right edge. Centering should begin from the 51st space.

2. Standard Headings for Instructions: The standard headings will be positioned as follows on each instruction:

a. First Page

(1) The entry giving the classification is included only if it is other than UNCLASSIFIED, and is placed on lines 3 and 60, centered, ~~XXXXXXXXXX~~ in solid caps, and underlined.

(2) The entry "BI PROCEDURES MANUAL" begins at the left margin on line 5, is in solid caps, and is underlined.

(3) The entry "Instruction No. \_\_\_\_" begins on space 7 $\frac{1}{2}$  on line 5.

(4) The ~~entry~~ date is written as, for example, March 16, 1961, and begins on 8x space 7 $\frac{1}{2}$  of line 6.

(5) The entry "SUBJECT:" begins at the left margin on line 8, is in solid caps, but is not underlined. The words describing the subject, which immediately follow this entry on line 8, are in solid caps and underlined.

(6) The text of the instruction begins on line 11 at the left margin, and will end at least with line 57.

b. Second and Succeeding Pages

(1) The entry giving the classification is made as described in paragraph II.A.2.a.(1) above.

(2) The entry "BI PM No. \_\_\_\_" begins on space 7 $\frac{1}{2}$  on line 5.



(3) The entry "Page \_\_\_\_" begins on space 77 on line 6.

(4) The text of the instruction (continued from the preceding page) begins on line 8 at the left margin, and will end at least with line 57.

B. Format: The outline form of paragraphing and organizing paragraph headings used and described in this instruction will be observed.

1. Paragraphing: Normally each paragraph will be introduced by an outline number or letter and a heading or sub-heading, and except for this heading or subheading, only complete sentences will be used.

2. Headings and Sub-Headings: All headings and sub-headings should be brief, underlined, and separated from any text that follows on the same line by a colon. Major headings are introduced by large Roman numerals and written in solid caps. First sub-headings are introduced by capital letters, second by Arabic numerals, third by small letters, fourth by small Roman numerals, fifth by Arabic numerals in parentheses, etc. All sub-headings are written in caps and small letters.

3. Indentations: Each sub-heading will be indented four spaces from the beginning of the immediately superior heading or sub-heading, but the second and succeeding line of that paragraph will begin at the left margin, regardless of how many spaces the first line of the paragraph was indented.

4. Line Spacing: Paragraphs will be single-spaced, with one blank line left between each paragraph.

5. Listings within the Text: A series of points or items listed in the text may be made more easily understandable by introducing each item of the series with an Arabic numeral within parentheses (regardless of the heading or sub-heading under which it occurs), and by separating each item from the next by a comma or semi-colon, as appropriate. When uniform alignment of the items appears preferable, they should probably be arranged in the standard outline form with headings.

BI PROCEDURES MANUAL

Instruction No. 1  
March 3, 1961

SUBJECT: BI PROCEDURES MANUAL--PURPOSE AND SCOPE

I. PURPOSE: The purpose of the BI Procedures Manual is to establish the most efficient procedures possible as standard throughout BI in order to increase over-all operating efficiency and to stimulate interest and initiative in improving all aspects of BI work. The fact that there has been no up-to-date set of BI procedures and no systematic method of keeping them current has caused existing procedures to be frequently ignored and has resulted in extremely diverse--and sometimes inefficient--practices in individual branches and sections of BI.

The improvement and standardization of procedures throughout BI should prove beneficial to all concerned by facilitating and improving the orientation and indoctrination of employees and by providing each BI employee with a convenient reference concerning the proper procedures to be followed in dealing with any of the more common BI problems or operations.

II. SCOPE: The BI Procedures Manual will deal with all BI activities of a permanent or semi-permanent nature, both administrative and substantive. Matters covered in any instruction by a higher authority will be dealt with in this series only when it is considered necessary. General INR policies and instructions will be found in the INR Procedures Manual, which this manual is designed to supplement. Each employee is required by INR Procedures Manual (INR PM) No. 1 to be familiar with the contents of the INR Procedures Manual; BI/OC (Office of the Chief) and each Branch will maintain a complete loose leaf notebook file of this manual for reading and reference purposes.

III. PROCEDURE: The individual instructions will be approved and issued by BI/OC as they are completed, and will be numbered according to the outline for the manual. Revised instructions will be issued as necessary to keep the manual current. Each BI employee will receive a copy of each instruction in the series, and will maintain a loose leaf notebook containing a complete file of these instructions. He is required to be familiar with their contents, and to comply with them. Any modification of these instructions for individual branches must be formally approved by BI/OC, and such approval will be given only on the basis of adequate written justification from the Branch Chief concerned.

BI PROCEDURES MANUAL

Instruction No. 1  
February 17, 1961

SUBJECT: BI PROCEDURES MANUAL--PURPOSE AND SCOPE

I. PURPOSE: The purpose of the BI Procedures Manual is to establish the most efficient procedures possible as standard throughout BI in order to increase over-all operating efficiency and to stimulate interest and initiative in improving all aspects of BI work. The fact that there has been no up-to-date set of BI procedures and no systematic method of keeping them current has caused existing procedures to be frequently ignored and has resulted in extremely diverse--and sometimes inefficient--practices in individual branches and sections of BI.

The improvement and standardization of procedures throughout BI should prove beneficial to all concerned by facilitating and improving the orientation and indoctrination of new employees, and by providing each BI employee with a convenient reference [from which he may refresh his memory at any time] concerning the proper procedures to be followed in dealing with any of the more common BI problems or operations.

II. SCOPE: The BI Procedures Manual will deal with all BI activities of a permanent or semi-permanent nature, both administrative and substantive. Matters covered in any instruction by a higher authority will be dealt with in this series only when it is considered necessary. General INR policies and instructions will be found in the INR Procedures Manual, which this manual is designed to supplement. Each employee is required by INR Procedures Manual No. 1 (INR PM No. 1) to be familiar with the contents of the INR Procedures Manual; BI/OC (Office of the Chief) and each Branch will maintain a complete loose leaf notebook file of this manual for reading and reference purposes.

*approved by the Branch Chief and reviewed by the top level of all ex-officio members*  
III. PROCEDURE: ~~The BI Procedures Committee has primary responsibility for drafting the instructions in the BI Procedures Manual series. This committee will welcome the views of all staff members at all times. Individual instructions will be approved and issued by BI/OC as they are completed, and will be numbered according to the outline for the manual. Revised instructions will be issued as necessary to keep the manual current.~~

✓ Each BI employee will receive a copy of each instruction in the series, and will maintain a loose leaf notebook containing a complete file of these instructions. He is required to be familiar with their contents, and to comply with them. Any modification of these instructions for individual branches must be formally approved by BI/OC, and such approval will be given only on the basis of adequate written justification from the Branch Chief concerned.

SUBJECT: INDIVIDUAL POSITION GUIDES

I. PURPOSE: This instruction establishes the requirement that each BI employee prepare and maintain an orientation and reference guide containing essential information concerning his position and specific responsibilities. The primary purpose of this guide will be to facilitate the transfer of duties, whether between outgoing and incoming employees or between two employees remaining in BI, and whether the transfer is to be permanent or temporary. This guide should supplement on the level of the individual position the information the BI Procedures Manual provides on the Division level in order to enable someone assuming a position to benefit from the experience of his predecessor and to perform the duties of the position effectively with a minimum of delay.

II. CONTENTS: The individual position guides will differ in content for clerk/typists, analysts, supervisors, Branch Chiefs, and others. However, each guide should include a copy of the job description, supplemented if necessary by a more realistic or understandable description or outline of his actual work, and any other useful information on the position as such.

A. Clerk/Typists. In addition, clerk/typists should include in their guides a list of administrative records maintained, and such things as transliteration, alphabetization, and filing guides (prepared by the analysts concerned) for each of the countries which they work.

B. Analysts. [Those] with analytical responsibilities should include the following information arranged by country (or field of responsibility within a country, if more than one analyst works with the same country) for the sake of flexibility in transferring responsibility for any given country:

- (1) a list of the types of files maintained; and an outline of the Position File and Group File;
- (2) a selected bibliography of official and unofficial reference works;
- (3) a list of the most useful contacts in the intelligence community and elsewhere, together with their phone numbers and addresses; and
- (4) any other useful information concerning the country, such as a guide to the Department's system for the transliteration of the language concerned to English, and any special alphabetization and filing rules (see BI PM Nos. 40-42).

C. Supervisors and Branch Chiefs: [In addition, those] with supervisory responsibilities should include such information on staffing patterns and problems as they consider appropriate.

D. Others. Others should include in their guides the information required of each employee and any additional information similar to that listed above.

III. PROCEDURE: Each BI employee should prepare without unreasonable delay the information appropriate for his individual position guide [as outlined above] and submit it to his immediate supervisor for review and comments. The guide should be kept reasonably current at all times and should be carefully reviewed and updated well before any expected absence or scheduled departure. Material for the individual position guides will be inserted in the designated section of the loose leaf notebook maintained in the BI Procedures Manual.



BI PROCEDURES MANUAL

Instruction No. 5  
February 23, 1961

SUBJECT: BI PROCEDURES COMMITTEE

I. PURPOSE: This instruction establishes a BI Procedures Committee and charges it with responsibility for making such recommendations to BI/OC as it may consider necessary in connection with the BI Procedures Manual and its individual instructions on administrative, processing, and production matters. *to be changed*

II. COMPOSITION: *(three)* The BI Procedures Committee will be a permanent committee composed of ~~two~~ *2 of whom will be* members appointed by the Division Chief, with the Deputy Division Chief serving as an ~~ex officio~~ *Chairman* member. ~~One of the appointed members will be a Civil Service employee and one a Foreign Service Officer.~~ Other BI employees may be designated by BI/OC to participate in the work of the Committee on an ad hoc basis. The other duties of members of the Committee will be adjusted as much as possible to give priority to their work on the BI Procedures Manual.

III. RESPONSIBILITIES: The BI Procedures Committee is responsible for:

- (1) exercising broad initiative in connection with the preparation of the BI Procedures Manual;
- (2) consulting with Branch Chiefs and others [as requested, or at the direction of BI/OC] on problems related to the implementation of instructions contained in the Manual, and
- (3) initiating, and considering recommendations for, revisions or supplements to the Manual.

IV. PROCEDURE: The Committee has primary responsibility for the drafting of individual instructions, but the final draft will represent the ideas and, as much as possible, a consensus of opinion of the entire Division. Therefore, normal Committee procedure will be to:

- (1) draft a version of the individual instruction upon which it agrees;
- (2) consult each Branch Chief, requesting his general comments and specific suggestions concerning the draft;
- (3) welcome comments and suggestions from others, requesting them when it is known that an individual is particularly interested in the subject involved;
- (4) prepare a revised Committee draft, taking into consideration all comments and suggestions received;
- (5) consult Branch Chiefs and interested individuals again, if the revisions that may have been made appear to warrant it; and
- (6) submit the final Committee draft to the Division Chief for review, approval, and issuance, together with written comments concerning areas in which general agreement was not reached.



(CLASSIFICATION)

BI PM No. 4

Attachment

COUNTRY GUIDE

for

(Name of Country)

The analyst responsible for this country should provide the following information in his Individual Position Guide, using separate sheets as necessary.

1. List of types of files maintained.
2. List of most useful official and unofficial reference works.
3. List of most useful contacts (subject, name, agency, address, and phone number).
4. Copies of items essential for efficient work on this country, such as transliteration and alphabetization guides.

(CLASSIFICATION)

BI PROCEDURES MANUAL

Instruction No. 4  
March 14, 1961

SUBJECT: INDIVIDUAL POSITION GUIDE

I. PURPOSE: This instruction establishes the requirement that each BI employee prepare and maintain an individual position guide containing essential orientation and reference information on the specific responsibilities of his job. This individual position guide will serve to supplement the more general instructions of the BI Procedures Manual and adapt those instructions to the individual position. Such a guide should enable a new employee to benefit from the experience of his predecessor and to perform the duties of the position effectively with a minimum of delay.

II. CONTENTS: Although the guides will differ in content for the various positions, each guide should include a copy of the job description, supplemented if necessary by a more realistic or simplified description of the actual work requirements. *perman* Also, immediately before an extended absence, permanent departure, or transfer of duties, each employee should include in his guide helpful information on the current status of any important tasks pending or in progress. Each employee should also include the following additional information, depending upon which category applies to him:

A. Clerk/Typists

1. List of administrative records maintained.
2. Alphabetization and transliteration guides (prepared by respective analysts) for each country with which concerned.

B. Administrative Staff

1. List of records and files maintained.
2. List of types of reproducing machines and directions for use.

B C. Analysts (by country)

1. List of types of files maintained.
2. Useful reference works.
3. Contacts in the intelligence community.
4. Alphabetization and transliteration guides.

C D. Branch Chiefs and Supervisors: Branch Chiefs and supervisors should include other useful information as appropriate, in addition to that required above for any analytical responsibilities they may perform.

D E. Others: Other staff members with unique responsibilities will include pertinent information similar to that indicated above.

III. PROCEDURE: An individual position guide should be prepared without unreasonable delay by each BI employee and submitted for review to the immediate supervisor concerned. The guide should be carefully reviewed and updated well before an expected absence, scheduled departure, or transfer of duties. The individual position guide should be inserted in the designated section of the loose leaf notebook containing the BI Procedures Manual.

IV. CLASSIFICATION: In most cases the over-all classification of individual position guides will be CONFIDENTIAL.

*this took about  
hour to do.*

CONFIDENTIAL

COUNTRY GUIDE  
for  
SWEDEN

FILES

1. Information Card File
2. Category File
3. Group Folders
4. Dossier File
5. Deceased File (cards and dossiers)
6. A to Z File (Work Cabinet: drawer #4)
7. Backlog (see Work Cabinet, below)
- ~~7. Working File~~

USEFUL REFERENCE WORKS

1. Sveriges Statskalender (Swedish State Directory)
2. Vem Är Det (Who's Who)
3. Utrikesdepartementets Kalender (Foreign Office Directory)
4. Telephone Directories (Stockholm, Göteborg, Uppsala)
5. Sveriges Adelskalender (Swedish Calendar of Nobles)
6. Swedish-English Dictionary
7. Despatch # , entitled "Division of Political and Economic Power in Sweden," Stockholm, May 12, 1945. CONFIDENTIAL.  
(see Work Cabinet, drawer #2)
8. NIS

CONTACTS

STATE/BNA (Desk Officer): Mr. William B. Cobb, Jr.  
Room 5515, NS/Ext.  
Telephone: Ext. 4207 and 4208

STATE/REU/BNC (Research): Mr. F. Herbert Capps,  
Room 7524, NS/Ext.  
Telephone: 5412

Military : Mrs. Margaret Nathan,  
OACSI - Western Division,  
WEWH Branch, Room 2-d-475, Pentagon.  
Telephone: Code 11; Ext. 54064

Labor Department : Mrs. Betsy Crosby  
Telephone: Code 110; Ext. 2485

CONFIDENTIAL

SI/PM No. 4

Attachment

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OTHER USEFUL GUIDES AND REFERENCES (Attached)

1. Alphabetization guide
2. Category Index for Sweden
3. List of Key Personalities
4. NIS-KP-SWEDEN, April 1956 (SECRET)
5. Country Data Book

CONTENTS OF WORK CABINET, DRAWER #2

Folders:

1. BI Procedures Committee
2. Work Folder
3. Pending
4. Icelandic Directory (Project)
5. NIS
  - a. Project in progress (NIS-KP-Finland)
  - b. General NIS Instructions and references
6. BDR's to be rated & Box File
  - a. Denmark
  - b. Finland
  - c. Iceland
  - d. Norway
  - e. Sweden folder: hold for rating
- 7 - 11.
12. Statements for Inspectors' Briefing Books
13. End-User Reports - FSO Commendations
14. FSO Performance ratings
- 15-19. Backlogs
  - a. Denmark
  - b. Finland
  - c. Icelandic
  - d. Norway
  - e. Swedish (documents marked for processing)

BI PROCEDURES MANUAL

Instruction No. 5  
March 3, 1961

SUBJECT: BI PROCEDURES COMMITTEE

I. PURPOSE: A BI Procedures Committee is hereby established and charged with responsibility for advising BI/OC concerning the preparation, implementation, and revision of the BI Procedures Manual.

II. COMPOSITION: Two of the three members of this permanent Committee will be appointed by the Division Chief, and the Deputy Division Chief will serve as Chairman. Other BI employees may be designated by BI/OC to participate in the work of the Committee on an ad hoc basis. The other duties of members of the Committee will be adjusted as much as possible to give priority to their work on the Committee.

III. PROCEDURES: The Committee has primary responsibility for the drafting of individual instructions, but <sup>for the Procedures Manual</sup> ~~as much as possible~~ the final draft will represent the ideas and a consensus of opinion of the entire Division. <sup>Thus,</sup> ~~Therefore,~~ on each draft instruction the Committee will invite comments and suggestions from Branch Chiefs and others known to be particularly interested in the subject. The final Committee draft will be submitted to the Division Chief for review, approval, and issuance, together with written comments concerning areas in which general agreement was not reached.



BI PROCEDURES MANUAL

Instruction No. 6  
March 14, 1961

SUBJECT: ORIENTATION AND INDOCTRINATION OF NEW EMPLOYEES

I. PURPOSE: This instruction establishes a standard and formal procedure for the orientation and indoctrination of ~~each~~ each new BI employee, and ~~is~~ for the implementation ~~of the requirements of INR FM No. 8.~~ in BI of the requirements of INR FM No. 8. This orientation and indoctrination program should provide the new employee with a clear understanding of his position in BI and of BI's role in the intelligence community, thus increasing the degree to which both the new employee and BI will benefit ~~from~~ from his assignment to BI.

II. CHECK-OFF LIST: The attached check-off list is designed to facilitate the early and effective assumption of duties by insuring the orderly and timely completion of all essential steps in the BI orientation and indoctrination process.

III. PROCEDURE: Each new employee will be given the BI orientation check-off list when he first reports to BI/OC for duty, and with the guidance and assistance of his immediate supervisor or Branch Chief he should complete the steps listed within two weeks after entry on duty and in the general order given. ~~The completed~~ The completed list should be returned to BI/OC, where it will become part of the BI personnel records.

March 14, 1961

BI ORIENTATION CHECK-OFF LIST

Name \_\_\_\_\_ Assigned to \_\_\_\_\_  
 Title \_\_\_\_\_ Grade \_\_\_\_\_ EOD \_\_\_\_\_

This check-off list is designed to ~~insure~~ facilitate the early and effective assumption of your duties by insuring the orderly and timely completion of all essential steps in the BI orientation and indoctrination process.

The steps listed below should be completed within two weeks after entry on duty and in the general order given. As the steps are completed, the Branch Chief, immediate supervisor, or interviewing officer should insert the date and his initials.

<u>Step of Orientation Process To Be Completed</u>	<u>Date Completed</u>	<u>Initials of Branch Chief, etc.</u>
Be introduced to the Division Chief, his deputy, and the BI/OC staff;	_____	_____
Be introduced to the Chief of the Branch to which assigned and to other personnel in that Branch;	_____	_____
Be briefed by the Unit Security Officer, and become familiar with the Department <u>Security Regulations</u> ;	_____	_____
Become familiar with the INR Procedures Manual;	_____	_____
Be given for retention a copy of the BI Procedures Manual, with an explanation of its purpose and use;	_____	_____
Be given a brief oral description of your duties and their relationship to the over-all operations of the Branch, Division, Office (RFB, Bureau (INR), the Department, and the intelligence community;	_____	_____
Be given for retention a copy of the individual position guide for your position, with an explanation of its purpose and use;	_____	_____
Be introduced to the other Branch Chiefs, the personnel of their branches, and FSU personnel;	_____	_____
Be introduced to the Acquisition and Reader Services personnel and facilities in LR;	_____	_____
If an analyst, be introduced to the Office Director and his staff; check out the RFB Orientation Notebook (reading file);	_____	_____
If an analyst, be introduced to counterparts in the regional offices of INR, the geographic bureaus, and other agencies (Departmental and intelligence community contacts with whom you will have frequent contacts); and	_____	_____
If a Branch Chief, be introduced by the Division Chief to the Deputy Director and the Executive Director of INR.	_____	_____

BI PROCEDURES MANUAL

Instruction No. 12  
February 20, 1961

SUBJECT: OFFICE HOURS AND ETHICS

I. PURPOSE: This instruction sets forth office rules and ethical norms for BI employees concerning office hours, time authorized for lunch hours and coffee breaks, and what is expected of each BI employee during his working day. In order to improve office efficiency and morale, any irregular and unethical practices that may have existed in the past must be eliminated.

II. POLICY: The eight-hour working day in BI extends from 8:45 a.m. to 5:30 p.m. Only 45 minutes time is authorized for lunch, and the authorized mid-morning and mid-afternoon coffee breaks are limited to 15 minutes each. Each employee is expected to devote the remaining 7 1/2 hours of the working day to his official duties.

Any additional time the employee devotes voluntarily to his duties is to be considered favorably in evaluating performance, just as any tendency to put in less than 7 1/2 hours of actual work is to be considered negatively (see INR PM No. 5). Overtime work is voluntary and non-compensatory, except in unusual circumstances when compensation is authorized by higher authorities. Whenever feasible, compensatory overtime should be authorized first to those who have put in voluntary overtime on their own initiative. Normally overtime work assignments will not be given to those who show an inclination to disregard regulations concerning office hours or to use frequent or excessive sick leave.

Official duties are to be commenced by 8:45 a.m., which means that any coffee or breakfast snack before beginning work in the morning must be completed prior to that time. The working day should not be interrupted with long personal or unofficial conversations over the phone or with co-workers. Such pastimes as working cross-word puzzles or writing personal letters are completely out of place during the working day.

The work of any unit or individual is never in such good shape that it cannot be improved upon, so no one should ever feel he has nothing to do. Part of the job of each individual is to study out ways in which his work can be improved in quality and performed more efficiently. It is the responsibility of each individual to seek out things that need to be done, but supervisors should attempt to assure themselves that their subordinates have clearly understood work assignments to perform at all times.

III. ETHICAL CONSIDERATIONS: BI is composed of individuals, and only as individual employees put forth their very best efforts will BI be able to perform its functions well and to strengthen this important area of the intelligence effort of the United States. Each BI employee should have sufficient personal integrity, pride in his work, and concern for the well-being of the United States to be willing and eager to put forth his

BI PM No. 12  
Page 2

best efforts unselfishly. Any employee who does not put in a full working day at his official duties defrauds himself as well as his Government, disrupts office routine, and contributes to an undermining of office discipline and morale.

An employee will derive benefit from his work in BI and make a real contribution to BI in direct proportion to the amount of sincere, devoted effort he puts into his work, regardless of the level at which he works or the type of work he performs. Thus the employee who defrauds the Government by accepting pay for services not rendered and begrudges any extra time his work may require is of marginal, if not negative, value to BI and the United States. Only when one can honestly say he is serving the best interests of the United States can he validly say he is serving his own self interests.